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ABSTRACT

The New Economic Equation Project opened in May 1995 with a 3-day working conference for 50 national leaders. The equation was defined as follows: economic well-being = integration of work, family, and community. Conference participants identified key economic, work, and family concerns facing the United States today. Outreach activities in 1995-96 included a series of 12 focus groups around the United States, forums with national media, and a legislative outreach project that raised these concerns with the larger public. In April 1996, the 50 national leaders reconvened to review project findings and brainstorm specific resolves for action. Resolves include the following: (1) Now is the time for partnerships among government, business, labor, and civic groups to address the intersecting economic, work, and family concerns; (2) Now is the time for exemplary organizations to serve as models, as potential recipients of awards, and as demonstrations that "something different" can be arranged that enhances productivity and economic security as well as fosters healthy families and communities; and (3) Now is the time to provide options for people to create their own preferred mix of benefits, substitute child and elder care, and flexible schedules at work. (KC)

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THE NEW ECONOMIC EQUATION

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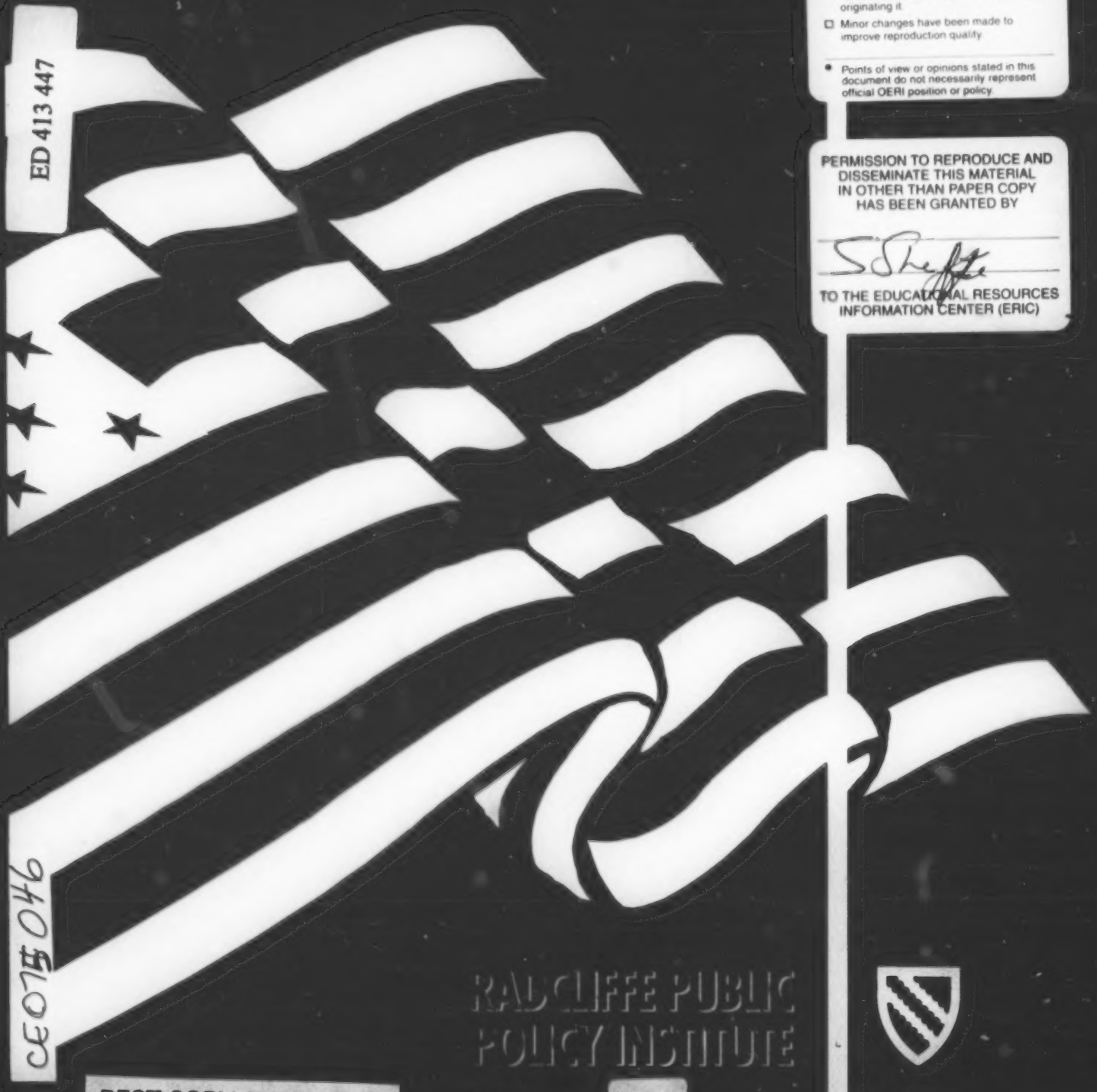

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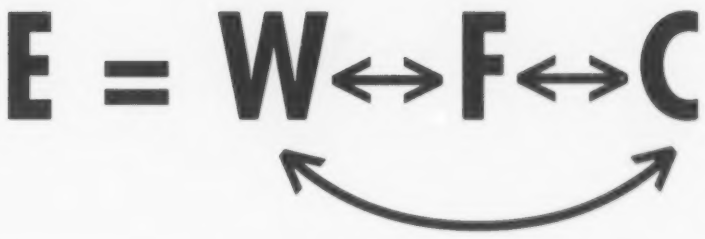
EXECUTIVE SUMMARY



Economic Well-Being = Integration of Work, Family, and Community

THE NEW ECONOMIC EQUATION

At the end of the twentieth century, the United States is poised at the edge of a challenging future. Major social and economic transformations are underway that will have significant ramifications for generations of Americans. We must recognize that the economic well-being of our nation will rest on a new, integrated relationship among work, family, and community. Issues of economic change, workplace organization, family health, and community vitality are highly interconnected. Work and family life should not be in opposition, but should enrich each other. National leaders must examine these issues, avoid scapegoating, and work together to create innovative solutions to socio-economic problems.

The Radcliffe Public Policy Institute believes that now is the time for

- PARTNERSHIPS among government, business, labor, and civic groups to address these intersecting economic, work, and family concerns;

- EXEMPLARY ORGANIZATIONS as models, as potential recipients of awards, and as demonstrations that "something different" can be arranged which enhances productivity and economic security as well as healthy families and communities;

- PROVISION OF OPTIONS for people to create their own preferred mix of benefits, substitute child and elder care, and flexible schedules at work.

The focus of "The New Economic Equation Project" reflects the concerns of all Americans, regardless of race, gender, income level, age, or family status: economic change, work and family integration, equity, and time. The Project seeks not to fragment Americans, but to unite them in finding solutions. Americans across the nation feel they are "walking on jello" and have accommodated all they can to keep things balanced. They want change in their institutions -- their workplaces, their government, their communities -- to create a secure terrain.

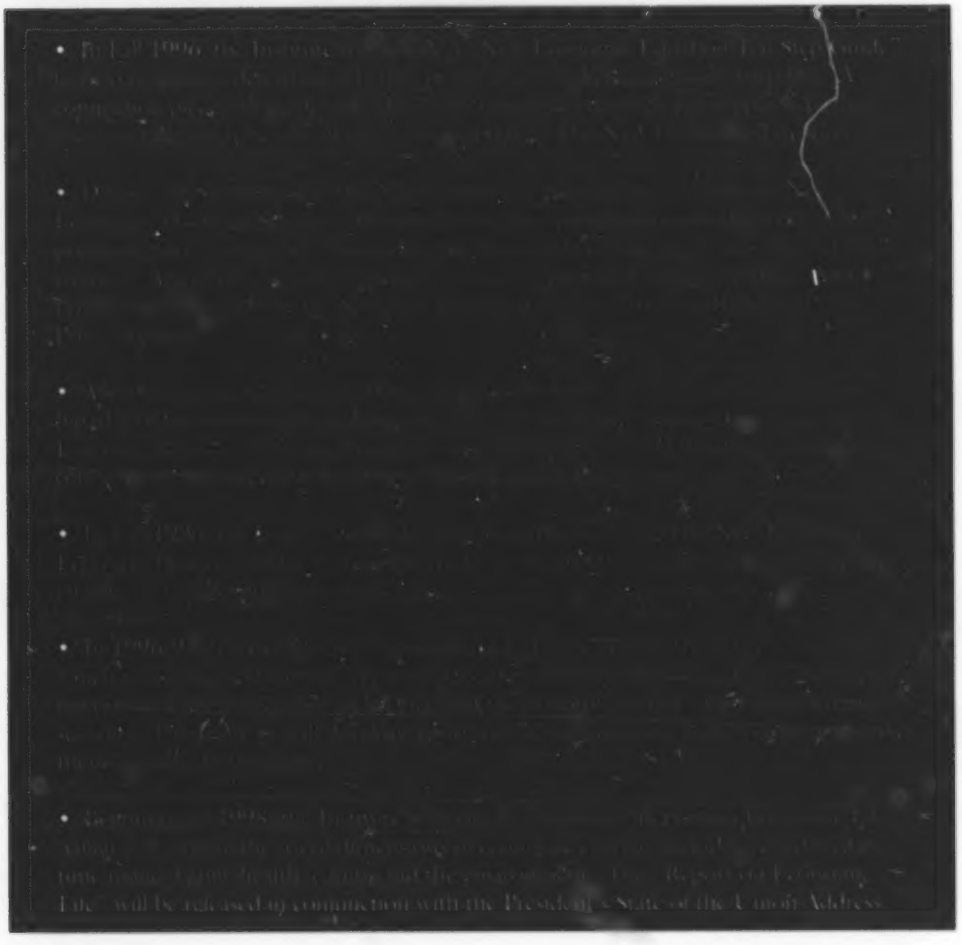
The Radcliffe Public Policy Institute believes that what we can build together is better than what any of us can build alone. The Institute believes that by creating partnerships, retaining flexibility, and rewarding success, Americans from coast to coast can formulate a "New Economic Equation" that promote's a healthy, viable economy.

PROJECT OVERVIEW

"The New Economic Equation Project" opened in May 1995 with a three-day working conference for 50 national leaders. At the conference, participants identified key economic, work, and family concerns facing Americans today. 1995-96 outreach activities – including a series of 12 focus groups around the country, forums with national media, and a legislative outreach project –raised these concerns with the larger public. In April 1996, the 50 national leaders reconvened in Cambridge to review Project findings and brainstorm specific ***Resolves for Action***, which are featured throughout this report.

NEXT STEPS

By exploring various "New Economic Equations," the Radcliffe Public Policy Institute seeks to alleviate some of the stress on families and individuals caused by changes in the workplace and the economy. The complexity of today's economy and the many factors affecting families and individuals mean that no one solution will work for everyone, and that innovative answers need to come from all segments of our society. Flexibility, continuing debate and re-evaluation, and openness to new ways of working are essential to any effective solutions. With this in mind, the Radcliffe Public Policy Institute, in conjunction with "The New Economic Equation Project" participants, plans the following next steps:



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THE NEW ECONOMIC EQUATION

"We look at all of these companies that are downsizing and think: What future do we have? If [this company] closed their doors today...where do I go? And if you haven't continued your education, then you're more than likely going to be on that unemployment line."
Female manufacturing worker in Chicago

"A lot of my friends who have children, who are married, are so very frustrated and so very stressed-out and so very bone-tired. I think [they are] just beyond tired."
Female financial officer in New England

"A lot of politicians just make statements without trying to back them up with real research or real reasoning...and when you try to raise those issues and say, 'How is this going to work, and why do you think it's going to work this way; who's going to benefit from this?' Nobody wants to answer those questions. I mean, you ask those kinds of questions, you're really pushed away."
Male professional in Seattle

"The key thing is, I'm making, right now, what my dad made for most of my life growing up. And he owns his own house, he has a lot of things that there's no way in the world I will ever own on what I'm making now."
Man in his 20s in Salt Lake City

"I don't think families can make ends meet with one breadwinner anymore...I think a lot of women, probably the majority of women, would rather go out and work. But it's about *having* to go out to work. It would be nice to know that one of the two family members could stay home if they chose to." *Female fast food worker in North Carolina*

At the end of the twentieth century, Americans from all walks of life are searching for a "New Economic Equation."

They are looking for an equation that integrates sweeping economic change with workplace reorganization and shifting family needs. Americans have recognized that – in just one generation – explosive growth in some economic sectors and similar decline in others, dramatic changes in women's participation in the workforce, and changing configurations of families have aligned to create powerful challenges for individual men, women, and children in the United States.

"Nationwide and globally, there are formidable challenges still waiting for Americans. But the answers lie within us, and within our experience, and the challenges are to understand ourselves better and to translate answers from individuals into workable solutions for all of us. In that process, government must be a powerful partner, but government can't do it alone." US Representative Nancy Johnson, R-CT

Since the nation's beginnings in the eighteenth century, Americans have remade themselves, their communities, and their places of work again and again. There are particular moments of American history that mark great divides and are filled with crises and opportunities. The end of the twentieth century is such a moment. We are already experiencing the turbulence of change, the full effects of which will only be clear in hindsight.

The Radcliffe Public Policy Institute launched "The New Economic Equation Project" (NEE) to address the connected economic, workplace, and family concerns facing Americans at the end of this century. While many commentators, scholars, and policymakers are addressing the vast transformations that the United States has begun to undergo, they are doing so in narrowly-defined areas.

For instance, many economists speak about the effects of economic trends on global and domestic markets and governments. Corporate and labor leaders are busy examining workplace restructuring and advances in technology. Child welfare and community advocates discuss and write about family experiences and demographic trends. There are few opportunities, however, for two of these groups to convene, and fewer still that involve all three.

The time has come to bring together economists, workplace leaders, and family authorities. It is time to begin conversations that include these expert witnesses, as well as the voices of citizens from coast to coast. Through collaborative efforts, new public and private policy initiatives can be born. "The New Economic Equation Project" stimulates a bipartisan, creative exchange of ideas that produces pathways for social and economic change.

This report, the culmination of the two-year project, includes the voices of Americans from a wide variety of occupations, perspectives, and economic and family situations. The report describes the compelling stories of economic and work change – and their effects on families and individuals – as told by women and men from Seattle to Miami, and from Los Angeles to Vermont. These stories are divided into four broad areas of concern: **Economic Change**, **Work and Family Integration**, **Equity**, and **Time**.

Highlighted in each section are ***Voices of America***, which excerpt quotes from NEE focus groups held across the country and feature focus group participants' particular ideas for change. Specific ***Resolves for Action*** from NEE conferences are also listed to inspire federal, state, and local initiatives.

At a time when Americans are increasingly divided by income levels and by age, by race and by gender, crafting a fair, forward-looking "New Economic Equation" takes on importance beyond individual hopes and dreams. The United States needs new collaborative thinking in order to sustain the strength of the social and economic fabric of the nation. The Radcliffe Public Policy Institute invites all citizens to participate in the ongoing work of composing and implementing "New Economic Equations" for our families, our communities, and for the country as a whole.

PROJECT BACKGROUND

The Radcliffe Public Policy Institute designed the "The New Economic Equation Project" in 1994 in order to launch a broad research and policy agenda that reflects a new way of thinking about the connections among economic transformation, the organization of work, and the dynamics of gender roles and family life.

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"The New Economic Equation Project" opened with a May 1995 conference for 50 national leaders from academia, government, media, the private sector, labor, foundations, and community organizations. US Secretary of Labor Robert Reich gave the conference's keynote address, and US Representative Nancy Johnson (R-CT) gave the closing address.

Conference presentations included:

- *"Economic Transformation in the US: Key Questions for the 21st Century" by Heidi Hartmann, Director of the Institute for Women's Policy Research, and Robert Solow, Nobel Laureate and Institute Professor of Economics at MIT;*

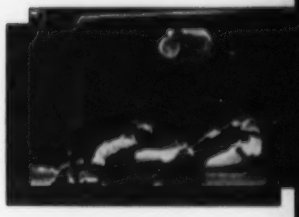
- *"How Have Economic Changes Affected Family Life?" by David Hamburg, President of the Carnegie Corporation, and Martha Minow, Professor of Law at Harvard Law School;*

- *"What is the Relationship Between the Economy, the Family, and the Organization of Work?" by Lotte Bailyn, 1995-97 Horner Distinguished Visiting Professor at Radcliffe College, and Robert Boruff, Vice President for Manufacturing Operations at Saturn Corporation.*

Prior to the conference, participants were each asked to submit one question for discussion. From these questions, themes were extracted and became the playing pieces for "The New Economic Equation" board game, which participants played at the conference. By the end of the game, participants had constructed six models of "New Economic Equations" for America.

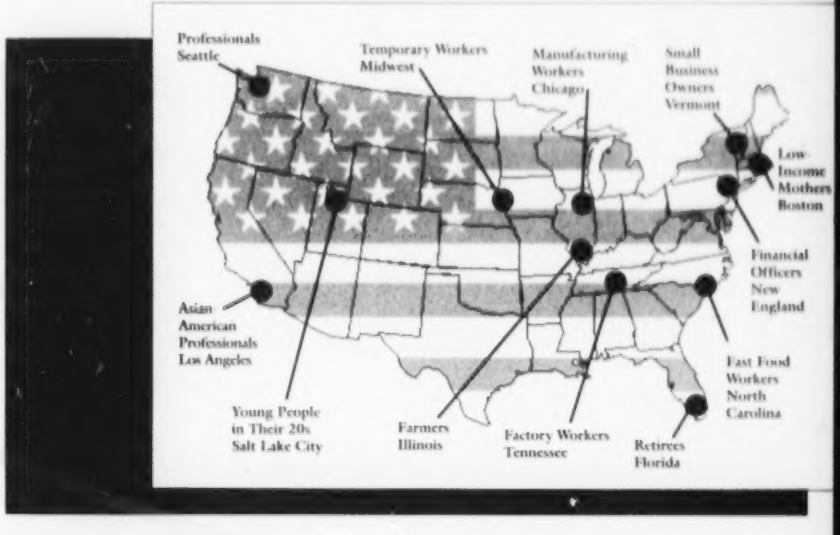
From these models, key ingredients for successful economic, work, and family integration in America were identified. Outreach activities, which began in November 1995 and concluded in April 1996, tested out these ingredients with a larger public audience. Activities included a series of focus groups held throughout the United States, forums with media representatives and a legislative outreach project in Washington, DC.

FOCUS GROUPS



Project focus groups brought together a broad cross-section of Americans to discuss the economic, political, and social questions raised by conference participants. Groups were selected to represent a range of geographic, occupational, race, and class perspectives from across the country.

Participants included white-collar professionals in Seattle; small business owners in Vermont; farmers in rural Illinois; low-income mothers in Boston; young people in Salt Lake City; fast food workers in North Carolina; factory workers in Tennessee; financial officers in New England; manufacturing workers in Chicago; retirees in Florida; Asian-American professionals in Los Angeles; and temporary workers in the Midwest.



MEDIA AND LEGISLATIVE OUTREACH

Project forums with media representatives in Boston and Washington, and a legislative outreach project targeted at key Congressional staff, brought selected conference participants together with those who disseminate and shape American public policy.

Legislative staffs visited before the June 1996 release of this report include those of Senator John Ashcroft (R-MO), Representa-

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"One thing I've learned in Washington ...is that it is very hard to make things happen unless there is political will, strong political will, to make them happen. Where does that political will come from? It comes from genuine leadership at all levels of our society. The [New Economic Equation] Project is, I believe, one of those vital forums in which answers can be found and problems can be posed." United States Secretary of Labor Robert Reich

tive Barney Frank (D-MA), Senator Bill Frist (R-TN), Representative Richard Gephardt (D-MO), Representative Newt Gingrich (R-GA), Senator Tom Harkin (D-IA), Representative Nancy Johnson (R-CT), Senator John Kerry (D-MA), Representative Edward Markey (D-MA), Senator Barbara Mikulski (D-MD), Representative Joseph Moakley (D-MA), Senator Carol Moseley-Braun (D-IL), Representative Richard Neal (D-MA), Representative John Olver (D-MA), Representative Glenn Poshard (D-IL), Senator Paul Simon (D-IL), Representative Peter Torkildsen (R-MA), and Senator Paul Wellstone (D-MN).

In April 1996, Radcliffe reconvened the 50 national leaders for a closing conference in Cambridge. A keynote panel examined "The Changing Nature of Work in America." Speakers included Ann Bookman, Policy and Research Director at the US Department of Labor's Women's Bureau; A'Lelia Bundles, Producer at ABC World News Tonight; Marina von Neumann Whitman, Distinguished Professor of Business Administration and Public Policy at the University of Michigan; Lynn Williams, International President, Retired of the United Steelworkers of America; and June Zeitlin, Director of the Governance and Public Policy Program at the Ford Foundation.

Conference presentations included:

- *"Accommodating Family and Social Needs in the Organization of the Workplace" by Jonathan Hiatt, General Counsel of the AFL-CIO; Rosabeth Moss Kanter, Class of 1960 Professor at the Harvard Business School; and Martha Minow, Professor of Law at Harvard Law School;*

- *"Corporate Leadership and the Committee on Economic Development (CED)" by Frank Doyle, Chairman-Elect of the CED;*

- *"The Growing Responsibility for Elder Care" by Cynthia Costello, Staff Sociologist at the American Sociological Association; Hubert Sapp, US Program Director at Oxfam America; and Anne Szostak, Senior Vice President of Fleet Financial Group.*

At the conference, participants reviewed findings of outreach activities and adopted specific ***Resolves for Change*** (featured throughout the report). Participants also offered the following mutual resolve:

"We join together as colleagues to acknowledge the importance of addressing the connected economic, workplace, and family concerns facing Americans at the end of this century. Through collaborative efforts, new public and private policies can be born. While we enjoy the success of our work together in 'The New Economic Equation,' we look forward to the larger successes of creating change in our own spheres. We resolve to carry our new understandings into our workplaces and communities."

CONFERENCE PARTICIPANTS

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"I think that we ought to be focusing on policies, support systems, and institutional change that helps people with transitions, and that helps arm people with the tools they need to manage their lives better... [We must] arm people and communities with what they need to develop unique and innovative solutions to problems and issues that are going to be different for every person and for every kind of relationship." Rosabeth Moss Kanter, Class of 1960 Professor at Harvard Business School

ECONOMIC CHANGE

Changes brought about by the new economy and people's ability to adapt and thrive in it are the main concerns citizens around the country discussed in NEE focus groups. They are also among the chief concerns discussed in Congressional hearings, in academia, in board rooms, in cubicles, and on the factory floor. Even in a growing economy, economic security is on the minds of most people; many wonder what happened to the notion that "a rising tide lifts all boats."

These concerns are not necessarily expressed in the same words, nor prompted by the same experiences, but are nonetheless reported by many Americans, regardless of differences in age, race, gender, or occupation. Americans earning incomes at the bottom of the income distribution, however, worry to a much greater extent about how they will survive in the changing economy than do others in higher income groups.

"My father's brothers who did not go to college were able to get good jobs at Chrysler and Ford and Western Electric and Eli Lilly in Indianapolis, without a college education. They bought homes and drove new cars and provided for their families, along with the work of their wives. But in many instances, their children cannot duplicate that standard of living for their own families. The family cohesiveness that remained strong through that generation was buttressed by an adequate paycheck. And the uncertainty and changing nature of that paycheck is what faces us today as we grapple with our vision of tomorrow's workplace." *A'Lelia Bundles, Producer at ABC World News Tonight*

"I have two metaphors for my experience of the economy. One is that it's like a gambling casino, and even the people who are not winning will vote for [the casino], because one of these days, 'I'm going to pull that lever and I'm going to get the money.' And the other one is it's a game of musical chairs, and the experience at the moment is that somebody's taking out more than one chair per round, and so when the music stops, I want a place to sit down." *Female professional in Seattle*

These worries at all levels are mixed with desires to increase productivity and to keep organizations competitive, profitable, and successful. Many participants noted the importance of addressing these concerns at this particular moment in history, as radical shifts in skill demands, workplace organization, and employer and employee expectations are beginning to occur.

"In our economic system, there will always be a tension between the needs of business – to keep costs low, to maximize productivity, to retain flexibility – and the needs of families to earn a livable wage, have some degree of economic security and support. Whether we as a society actively attempt to resolve this tension should not, in my mind, even be a question. The question should be: 'How are we going to do it, and how fast?' Because I believe most working Americans feel a real sense of urgency about these issues, along with the anxiety." *Ann Bookman, Policy and Research Director, Women's Bureau, US Department of Labor*

One of the main questions that "The New Economic Equation Project" seeks to answer is this: Why is it that in a time of economic growth, many Americans are feeling anxious about their ability to locate and keep stable and rewarding work, their ability to support their families, and the economic futures of their children?

Many conference participants – economists, corporate executives, government officials, union leaders, community organizers, and political representatives – outlined trends that contribute to people's feeling of economic insecurity. How much each trend contributes to economic insecurity experienced by Americans is still up for debate.

The following five trends, and their effects on the economy, were discussed

repeatedly at NEE conferences and focus groups:

TECHNOLOGY AND GLOBALIZATION

Advances in technology continue to generate new high-paying possibilities in the labor market at the same time that they alter, and in some cases eliminate, jobs in the United States. The corresponding rise in the use of international workers also has ramifications for American workers.

"Technological change and globalization are creating a great advantage for people who have the education and skills to utilize the technology, to take advantage of global markets. Technology is your friend if you have the right education and training to utilize it. But if you don't, technology may not be your friend; it may be your enemy. Remember that we used to have a lot of telephone operators, now we have a lot of automated switching equipment." *Robert Reich, US Secretary of Labor*

SHIFT FROM MANUFACTURING TO SERVICE SECTOR ECONOMY

Explosive growth in service-sector jobs over the past 10 years, and similar decline in goods-producing jobs, have changed the landscape of American work.

"The shift of employment from the goods-producing sectors of the economy to the service-producing sectors of the economy is an almost universal phenomenon among advanced industrial countries. You should not think of it as a catastrophe that has befallen the United States, and that other industrial nations have been clever enough or lucky enough to avoid." *Robert Solow, Institute Professor at MIT*

STAGNANT WAGES AND WIDENING INEQUALITY

Gulfs between earners at the top and bottom of income distribution in the United States are increasing at a rapid pace.

"There is very disturbing widening inequality of earnings in the US It is a fact that for the past 17 or 18 years, since the middle 1970s, the top five or ten percent of earners in the US have been improving their incomes at a decent pace, and the bottom 20 or 30 or 40 percent of income earners in the US are actually worse off in real terms than they were 17 or 18 years ago." *Robert Solow, Institute Professor at MIT*

"A lot of the closing of the gap [between male and female wages] is due to the fall in men's wages. I don't really think this is what the women's movement had in mind when we said we wanted to close the gap, but about two-thirds of the closing of the gap that we have observed in the last couple of decades is due to the fall in the real wages of men." *Heidi Hartmann, Director of the Institute for Women's Policy Research*

CORPORATE RESTRUCTURING

Changing business practices in many organizations also contribute to unease and insecurity among Americans.

"We've had increased autonomy in many ways for both workers and managers... That, of course, doesn't mean that all is for the best in the best of all possible worlds... The big transitional problems are job dislocation and insecurities, and a sense on the part of people that somehow the rules of the game have changed. That's fine if you are a young, upwardly-mobile couple in your 20s or 30s. You can play by the rules of the game. You may get awfully tired doing it, as several people have said, but you're equipped to do it. If you're an older worker or if you're a woman who played by the rules of the 1950s and stayed home and raised the kids while your spouse was out working, and then suddenly you find yourself in your mid-50s divorced and without support, for people like this these changed rules of the game are very tough." *Marina von Neumann Whitman, Distinguished Professor of Business Administration and*

"And unless organizations such as the [Radcliffe Public Policy] Institute with its reputation for innovative thinking and those with reputations like the Committee on Economic Development for sound economic analysis, begin to form partnerships, we're not going to change policies in this country." Frank Doyle, Retired Executive Vice President of General Electric and Chairman-Elect of the Committee on Economic Development

Public Policy at the University of Michigan

"The mobility of the technological revolution has enabled the hollowing-out of our economy by the loss of good middle-income jobs in production and in management. It has facilitated the coming in vogue of temporary, part-time, contingent, no-benefit employment. Long-term commitments to employees are regarded in many circles as hopelessly out-of-date. Downsizing has become the conventional means by which to advance corporate stock prices and corporate reputation." *Lynn Williams, International President, Retired of the United Steelworkers of America*

PRODUCTIVITY QUESTIONS

Finally, questions about productivity levels and growth also contribute to economic insecurity.

"Our level of productivity is actually very high, relative to other nations. Productivity improvements in this country through the 1980s were fairly sluggish, relative to what they were in the 1950s, 60s, and 70s. Productivity improvements have turned up recently. But notwithstanding the fact that we have high productivity relative to other nations and also the fact that we have increases in productivity, we still find that median wages are stagnant or declining." *Robert Reich, United States Secretary of Labor*

Many Americans believe that in order to survive economic changes, corporations, unions, and workers will have to adapt and change with the economy. Many people recognize that businesses need to adapt their

workplace practices in order to survive in an increasingly competitive global economy; however, Americans also expect that, when companies change their practices, workers will be respected and valued.

Workers also recognize that they must engage in lifelong learning and maintain skill levels and abilities in order to thrive and keep up with the pace of economic change.

"I anticipate, most of the rest of my years in the workforce, basically trying to survive and figure out which ways I can make a viable contribution to an employer, to figure out what I want to do for the rest of my life yet realizing that you really are never too old to learn. The important thing is to keep learning. I'm trying to survive in an ever-changing economy that I did not prepare for. I was a dumb kid for an awful lot of years beyond my youth." *Male temporary worker in the Midwest*

"If [the children] want to go to the factory, they're going to have to perform so many responsibilities and have to know so much. I mean a college education may not even be enough to work in a factory. The paperwork, I mean, they're really going to have to know, maybe going as far as calculus to do some of the equations. I mean the higher the technology, the higher the education you're going to need." *Female manufacturing worker in Chicago*

"The best thing that anybody can do, whether it be personal or corporate, is to teach us how to deal with change, allow us some time to concentrate on ourselves and our families, some flexibility there, to alleviate some of our worries. And you'll find that the production of the employees will benefit a lot more." *Male financial officer in New England*

VOICES OF AMERICA

"I would like to really see that a lot of companies, if not all of them, be able to adapt that policy that it has to be teamwork. [Company] does not only have training for on the job, per se. They really teach you things that you can take home with you. The classes they do here are so personal sometimes that you wonder why a company would even care about that. But that's what makes us so great and makes us the way we are, because they do care about us as people. And I think if more companies out there thought more about their people and had that training put in place, because you come here, and you learn people skills. You learn how to get out of conflict and how to confront conflict in a positive manner, not a negative manner. If we raised our children to go into businesses where they're getting that training, then their offspring's going to come out [believing] it's teamwork and it's learning, and it's not just work, it's personal." Female factory worker in Tennessee

"There should be some corporate fiscal incentives. Because there seems to be somewhat of a disincentive, or rather an incentive for disinvestment as it relates to human capital. And so to the extent that there could be some tax credit or incentive for companies to reinvest that component that's not being spent to the government and R&D credit or housing credit, but some sort of human credit." Male financial officer in New England

"[Company expects more work]...without the benefit of more money. Which is always on the back of your mind: You want me to do more, pay me more. That's just the way it is." Female manufacturing worker in Chicago

"If [companies] get financial incentives from the government, why don't you at least have to then promise to retain a certain percentage of your employees, or somehow tie these things together? Or maybe the government could institute a policy whereby if there are layoffs, employees have to get paid for a certain amount of time." Male financial officer in New England

RESOLVES FOR ACTION

"One of the things Saturn wanted to do differently...is that we wanted to worry about everything, including mowing the grass, trucking, running cafeterias... But we formed partnerships to do a lot of this other work... We also organize decision-making processes the same way. We believe that if you want people to be genuinely empowered, have a genuine ownership in the business, there's a very easy and effective way to do that: you give them a piece of the action. You give them real, meaningful access – and I underline 'meaningful' – to the business decision-making process." Robert Boruff, Vice President for Manufacturing Operations at Saturn Corporation

WORK AND FAMILY INTEGRATION

Economic changes have direct consequences on work and family life. It is increasingly common for all adult family members to spend a greater number of hours at work in order to make up for declining median family incomes, to fulfill personal career goals, or to cater to growing workplace demands. Married women with children have entered the labor force in record numbers; they therefore have less time for care-giving in the home. Many parents, both mothers and fathers, feel conflicted and torn between spending time with their families and meeting workplace demands. **Work and family life should not be in opposition, but should enrich each other.**

"It's like you're caught between a rock and a hard place, because if you want to have a family, you want to have a couple of children, you can't do that unless you have lots of money to support them. Well, you can, but you'd have to be able to take care of them, at least provide the basics. And in order to do that, you either have to have your husband gone all the time, working so hard, or working toward getting his degree, or else both of you have to be working. But the more you're working, the less time you have with your kids, so it's like you can't win." *Woman in her 20s in Salt Lake City*

"[Company] is trying to figure out how to deal with this fact: You have this 30-year-old with two kids at home, who's not going to give you 16 hours a day [as they did when they were in their 20s]. And yet we still want to be globally competitive. I actually don't think we have a good answer. These people, the ones who have opted to have kids and work less, are getting hurt in their reviews." *Male professional in Seattle*

"What does [the increased number of women entering the labor force] mean for the real lives of men and women? For many women...they continue to bear primary responsibility for home and family life. Some try to do it all. While having a very satisfying and exciting life, it also is a very exhausting life... For many men, it also may mean playing a much less active role in family life than they would really want to. And for children, it means very busy parents and a lot of juggling. Parents they're proud of, but as my son said to me this morning when I left and said I wasn't coming home tonight, he said, 'Mommy, you're going to too many meetings.'" *June Zeitlin, Director of the Governance and Public Policy Program at the Ford Foundation*

"The New Economic Equation" conferences and focus groups highlight the work and family consequences of economic change. Many families feel they are at the end of their ropes and do not see any more room for accommodation in their lives. Meeting the demands of work and responsibilities to the family is becoming increasingly difficult for both men and women in all income groups.

EFFECTS OF ECONOMIC CHANGES ON FAMILIES AND CHILDREN

Because mothers assume more of the care-taking responsibilities for children, the elderly, and the frail, problems integrating work and family responsibilities can disproportionately impact women both professionally and personally. A major consequence of changes in the economy is that dependents do not spend as much time with the family members who are responsible for their welfare. Relationships among all family members suffer, and in some cases affect both family stability and workplace performance.

"The total time parents spend with their children has diminished by about one-third in the past 30 years. Not only are the children's mothers home much less, but there is very little evidence that fathers spend more time at home to compensate. With all the radical shifts in family life, it is not surprising that surveys of public opinion indicate that American parents are troubled about raising their children. They worry about a broad trend toward the decreasing commitment of parents to their children. For instance, two-thirds of parents report now that they are less willing to make sacrifices for their children than their own parents would have been." *David Hamburg, President of the Carnegie Corporation*

"What are the consequences of these trends? It's not surprising that one of the consequences is enormous levels of stress, reports of conflicts between work and family duties; between one-third and one-half recount that the conflict is daily... Many people feel tired at the end of the day. Most people feel exhausted. Parents end up having to leave school-age children alone because they have no one to be there with them. There are between four and seven million..."latch-key children" now...on the way going home from school with no one to be with them." *Martha Minow, Professor of Law at Harvard Law School*

"A major reason for the [elder care] crisis is that...women are no longer at home to provide care-giving, either to children or to the frail elderly. It is also important to note that many older workers find themselves in a position of needing to work and care for a frail elderly relative at the same time. They often sacrifice their own financial security by cutting back work hours, or dropping out of the workforce to care for a frail elderly relative." *Cynthia Costello, Staff Sociologist at the American Sociological Association*

"I think the linkage of what is going on in our job economy and its impact on families is very critical because so much of the discussion of family tends to deal with family concerns among people who are employed in rather good jobs where companies have rather good programs. And not that they shouldn't be improved. But every piece of statistical analysis suggests that the most devastating thing you can do to a family is to unemploy someone in it. Everything else almost gets lost in the noise." *Frank Doyle, Retired Executive Vice President of General Electric and Chairman-Elect of the Committee on Economic Development*

At "The New Economic Equation" conferences, participants discussed at length how employers, government, and unions could act as leaders in facilitating the integration of work and families. Participants from the business sector, academia, community groups, and labor unions talked directly in small discussion groups about what policies and solutions would be both helpful to families and cost-effective for business. Many also believed that government has a role in policy design and implementation, and in fostering public/private partnerships.

"What does Fleet do to address [work and family issues]? There are several things we do. None of the policies is totally unique, but they're ones that we think are good solid programs. And we do hope to find ways to increase communication, participation and learn new ways. And part of the reason for being here today is to do that." Anne Szostak, Senior Vice President, Fleet Financial Group

"This is a time when all families need help, and of course, poor families especially so. But there is some kind of cooperative effort that is essential to effective child-rearing, to meeting the essential requirements for healthy child and adolescent development today, and we kid ourselves if we believe that each family on its own can do it if only they have the right values and enough money. These are problems that to some extent go right across the society." *David Hamburg, President of the Carnegie Corporation*

"Our consultation practice is based on the predicate there are no bad people, only good people. That's the way we approach it when somebody is behaving erratically. We say, 'You're a good guy, but your behavior sucks. What are you going to do to fix it?' Self-corrective action is tough. There is one step where people have to write out, 'This is what I'm going to do to change my behavior.' We also provide assistance if people have some real problems, like substance abuse, spousal abuse." *Robert Boruff, Vice President for Manufacturing Operations at Saturn Corporation*

The role of public-private partnerships in formulating solutions for work and family dilemmas was raised at both NEE conferences and in NEE focus groups. Participants also noted the necessity of flexibility on the part of both employers and employees in dealing with work and family integration, and that no one set of solutions would work for all individuals or all organizations.

Particular work and family integration proposals that surfaced in NEE conferences and focus groups included flexibility in swapping pay for additional time off or for different benefits packages (such as higher levels of health care or dependent care coverage); flexible scheduling that ensures workplace coverage, yet allows workers to know their schedules in advance; implementation of "job-sharing" programs, and assessments of those programs after a trial period; pro-rated benefits for part-time work; employer and employee commitment to savings and retirement plans; and communications channels among employers, labor leaders, and employees in order to ensure that issues of integrating work and family are raised and addressed.

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VOICES OF AMERICA

"Having better health insurance is the main priority with the people that I work with. And they would rather take a cut in pay going back to seven dollars an hour and have really good health insurance and sick days." Female temporary worker in the Midwest

"I would like to see that [company] go back to making us all feel like family. Treating us like family. And when we have problems within our family, they understand that. You would sometimes have to spend time away from work because of family problems or whatever. And that used to be a concern of the company. And they used to stand behind you. It does not seem like they're willing to go as far anymore." Female manufacturing worker in Chicago

"I don't think we've seen yet how bad it will actually get. And I just don't see [things getting better] unless you have a major social change in our society, including things like, child care at work. No one's figured out yet how to do it, like universal health coverage, child care. I mean, we need things that are going to help families to be able to take care of the children and stay together, and because I think that right now we're in such a state of transition in society that all kinds of fractures and pressures are working to break it apart. I don't see much that's helping families stay together." Male fast food worker in North Carolina

"The sad part about the young people, though, the young married [is that] two of them have to work to make a living... And they won't have the privilege of staying home the way we did with our children. I see it in my niece, when she has to take her three-year-old to day care. And she is not going to be home to see all the wonderful things happening to her every day." Female retiree in Florida

"It makes me feel good to know that I have the flexibility to take a sick day if my child is sick, and not to have to worry so much about face time. But [it is the] perception of I'm not giving 100 percent to my job. Does that mean I'm going to be the next name on the list if there needs to be a staff reduction?" Female financial officer in New England

RESOLVES FOR ACTION

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"This is not an undertaking that any one sector can take on single-handedly. Employers, government at all levels, community groups, labor organizations and others must join together and make as strong a commitment to care-giving as to economic competitiveness. There's a need for collaboration and cost-sharing, to reinvest the relationship between work and care-giving, and create 'The New Economic Equation' we are all searching for." Ann Bookman, Policy and Research Director of the Women's Bureau at the US Department of Labor

EQUITY

In the United States, the gap between the top 10 percent and the bottom 30 percent of the earnings distribution has widened; if assets are considered, the gap is even wider. Within the home and the workplace, gender roles are in flux, but women remain the primary caretakers; also relevant is the fact that the most rapidly growing demographic group is those aged 85 or older, and this group is primarily cared for by women. Inter-ethnic and interracial equity remains elusive; in fact, inter-ethnic/racial income inequality increased during the 1980s. NEE conference participants brought these three broad areas of equity concerns for discussion, and focus group participants reported their frustrations with heightened inequality.

ECONOMIC INEQUALITY HAS WORSENED

Nationally, gaps in income between the rich and poor continue to widen, as do gaps in pay between high- and low-level employees in individual organizations.

"We seem to be supporting an increasingly structured, rigid, two-tiered society of the very poor and the very wealthy, and very few of us are able to keep a balance and a sense of social justice and efficacy in the middle." *Female professional in Seattle*

"They talk about increased poverty level where there's no middle-class families anymore. You're either making a huge sum of money or you're living below the poverty line.

And the problem is that they're not making it so that people that want to get ahead can get ahead. Because as soon as you start working or as soon as you start getting any other type of income they stop your AFDC right there on the spot. So you don't have any time to save or to plan to get ahead." *Low-income mother in Boston*

"The result [of technological change] has been a more extreme polarization of rich and poor in America than in any other advanced country, somehow symbolized and dramatized by levels of chief executive compensation that are astronomically higher than those either of their employees or of their peers in the modern world. It is not at all unrealistic, if we continue in present directions, to imagine an America with more and more walls and gates and prisons, rather than of civil and community life. On the other hand, promise of technology offers both wealth and exciting new paths to communication and understanding. Those who own and manage these new and enhanced resources have a critically important responsibility to help create a social construct which is positive and inclusive, rather than destructive and destabilizing." *Lynn Williams, International President, Retired of the United Steelworkers of America*

"I think we need to avoid scapegoating. Everybody's looking for scapegoats. For some people it's foreigners, for some people it's capitalists, for some people it's welfare mothers, for some people it's the government. None of those is the scapegoat. There are data that say none of these is at the root of the problem. If anybody can be said to be the beneficiaries of this increase in the inequality of income, it's

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all of us sitting in this room, the well-educated." Marina von Neumann Whitman, Distinguished Professor of Business Administration and Public Policy at the University of Michigan

"In the 80s, there were many workers who were willing to take on some of the pain if it was going to help their companies be more competitive and preserve their jobs. And what they began to see in the 90s was that they had taken the pain, but they didn't get any of the gain out of it. And so again, we're trying to redress an imbalance." *Rosabeth Moss Kanter, Class of 1960 Professor at Harvard Business School*

"The constituency that I work with is primarily those persons who are seasonally employed, marginally employed, underemployed, chronically and sequentially unemployed. These are persons whose involvement and participation in the workforce is marginal at best. These are communities that are quite heavily impacted in terms of economic disinvestment or in many cases, this is where realistic economic investment never occurred. And if you spend your life and your career being marginally underemployed, then you have not had a chance to build on the kind of assets that will allow you to address the issues in your life, your own survival and care, much less the issue of care of others." *Hubert Sapp, Director of the US Program at Oxfam America*

GENDER EQUITY REMAINS A PROBLEMATIC GOAL TO ACHIEVE

Gender equity in access to resources, opportunities, and life choice remains elusive. Focus group participants reported that women experience more economic hardship than men and remain the primary care-takers within the family, in spite of increased involvement in paid work.

"There is a real family gap between men and women, especially. I think you could say at all levels: at the low end, because so many women have to support families on their own; at the top end, because many women really can't have families and pursue careers." *Heidi Hartmann, Director of the Institute for Women's Policy Research*

"Once you become a working mother, it's true that your track changes. You're probably seen more than anything like a mother, and they give you positions where you know you can leave at whatever time to pick up your children. But you are no longer considered, you're no longer given the interesting cases... For most women that I work with who are mothers, they're not doing trials. They do more of the paperwork. And I think they're kind of happy in a way, because they have the freedom to take care of their children. But on the other hand, they give up a lot of what they went to law school for." *Female Asian professional in Los Angeles*

"I had great success as a woman, despite the fact that I was a woman in an era where, in my particular field, which was science and physics especially, women got nowhere because physicists have no love of women in their field or women competition. Nonetheless, I had a good deal of success, and I gained the respect of everyone I worked with." *Female retiree in Florida*

"[Fathers] don't have to worry about nothing. If Child Support is after them, all they have to do is ignore the letter. That's all they have to do and they're off. It's our job to hunt after them. Why should we have to hunt after them? They should be responsible to do their part like we do our part." *Low-income mother in Boston*

CONTINUED OBSTACLES TO RACIAL/ETHNIC EQUITY

In 1990s America, racial diversity is significant, but inclusion remains a goal with which workplaces are struggling. While many workplaces have made much progress, others have lagged behind. Alternative approaches to conventional notions of affirmative action remain to be found but are strongly desired, because of continued experiences of unequal access to resources and opportunities.

"So what are the solutions? In the long run we need a comprehensive approach to these problems of job and economic security. Fixing only one piece of the...problem, for example, will just encourage [others to erupt]." Jonathan Hiatt, General Counsel of the AFL-CIO

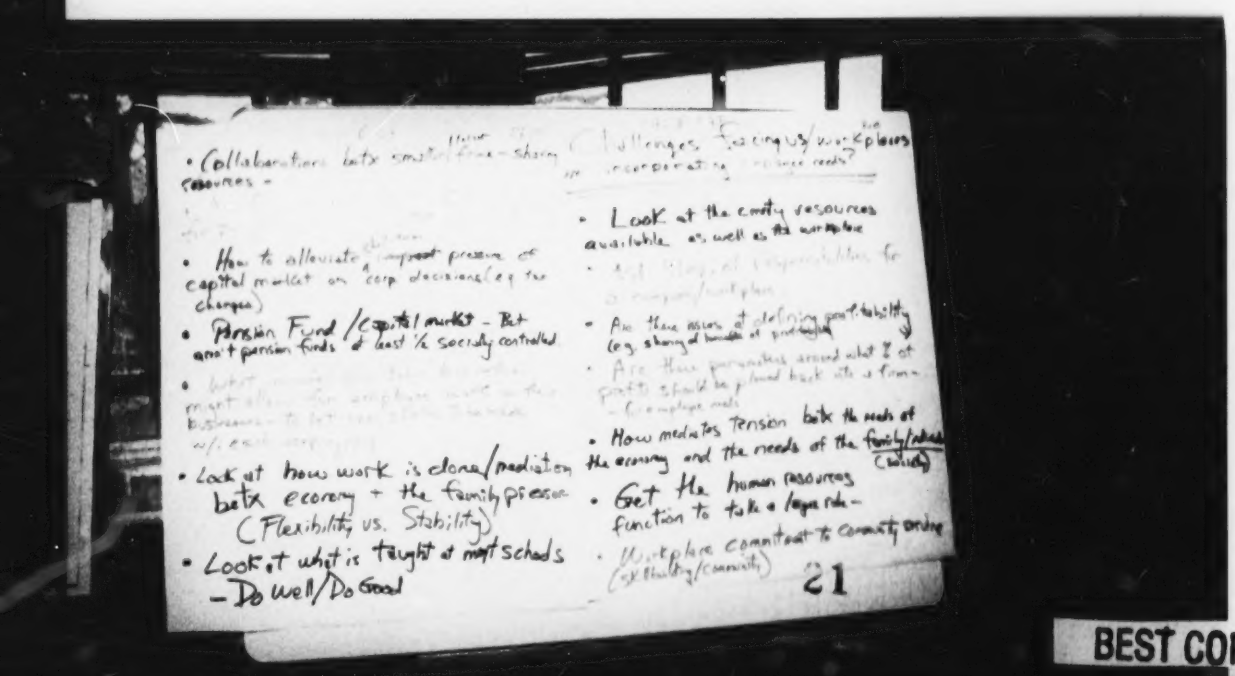
"Our office is huge, so you don't know who some of the attorneys are. And so they only know that [participant's name] is doing the work, and so I start on it. Then they finally meet me, and it's like you can see, not shock, but a little surprise. And then they start asking, 'So, where did you go to law school?' ...And then the next thing I know, I'm not doing the assignment any more. It's going to my associate who is [a white male]... I do see a lot of this favoritism. I don't know if it's racist, or if it's who they are more comfortable with, because they've never worked with a female Asian attorney before. Or is it because they think that you're not as good? I haven't figured out what it is; it's probably a combination." *Female Asian professional in Los Angeles*

"Society still has a problem with promoting blacks. Not just blacks but all the minorities. If you're one of the best, no matter what nationality, you can be deserving and you should get it. But it's not like that. Not today...As far as minorities, it's true. You really have to sell yourself. Because it's not given, because somebody just said, okay, what résumé was good? You have to bust your butt to get there. And that's kind of discouraging. It makes me push harder to get there no matter what." *Female manufacturing worker in Chicago*

"When I finished school and I got my advanced degrees, I found it very difficult to get a job because of the tremendous anti-Semitism that one found in the scientific field. And I remembered going to school, going to New York for interviews. The gentleman who was with me at the time, we both went together, he was a colleague of mine, Scandinavian. He got about 30 interviews to my one. Now that concerned me quite a bit." *Male retiree in Florida*

"When I came here six years ago, I didn't know what I was walking into. But from day one, people made me comfortable. I didn't have the foggiest idea if they came from Taiwan or wherever they came from. I knew, if I met them, in an hour I felt like I knew them all of my life." *Male factory worker in Tennessee*

Continuing problems in creating and maintaining economic, gender, and racial equity pose particular problems for Americans struggling to adapt to a changing economy and to integrate work and family demands. Many NEE participants reiterated calls for fairness on the parts of organizations and communities as a crucial first step toward creating equity throughout the nation as a whole.


• Look at the county resources available as well as the workforce
• How mediates tension betx the needs of the economy and the needs of the family/individual (society)
• Get the human resources function to take a larger role –
• Look at how work is done/mediated betx economy + the family/person (Flexibility vs. Stability)
• Look at what is taught at most schools – Do well/Do Good

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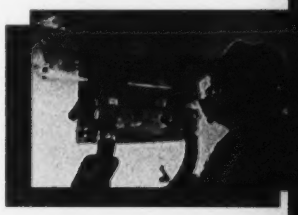
VOICES OF AMERICA

"I'm of the belief that corporations should try to treat people as family. And what I mean by that, particularly with money, is, if the company's doing well, share the wealth. If the company's doing bad, okay, everybody says, 'I'll work harder' and you don't get that much time. What I've seen happen in greedy corporate America today is on those good times, they aren't shared. I think they should install a little bit of 'I own this company as much as you own this company' feeling.... and you would work harder for your company, because you know that you would share in the benefits at the end of the day. With all the cost-cutting in the nineties in order to become more profitable, companies completely forgot about the fact that the employees are the ones that brought them there." Male financial officer in New England

"The general public probably thinks the farmer is making fantastic money, because you go to the grocery store and you see the price of a T-bone steak. I'm amazed myself when I see those prices, because I know what we're getting paid a head for our cattle. Huge profits are being made by middle men in the production chain, just like the traders in Chicago are making such a killing on futures." Female farmer in Illinois



"I would [change the welfare program] by making it so that you can get ahead. I want to be able to work for a month and continue my welfare check so that I can save money. I'm asking for one month of continuing my benefits so they don't stop the first day I go to work. Because then you go a period of time without money. That could be a month without food. How am I supposed to feed my children?" Low-income mother in Boston

"There are no super women. Men should be taught that they have to nurture and be mothers and baby-sitters and housekeepers, if you have the working mother. Because it's the partnership. A woman can't do it all. Any woman that goes into a marriage that thinks she can, she'll have a nervous breakdown shortly." Female manufacturing worker in Chicago

RESOLVES FOR ACTION

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"Thus far, we've done things on a small scale, and whether we can scale up remains to be seen. It would take some kind of national commitment – note that I don't say a federal commitment, but a national commitment – with the different sectors involved, just as Radcliffe has involved different sectors in this effort. But if we pull all that together, we could do a lot to reduce the damage now being done to fulfill the potential that our children have in health and education."
David Hamburg,
President of the
Carnegie Corporation

TIME

The time crunch experienced by many is a manifestation of the changes in the economy, in workplaces, and in families. Families as a whole spend more time in the labor market. Also, many who experience job insecurity may spend more time feeling anxious about providing for their families and have fewer resources to do so. Leaders from labor unions commented at "New Economic Equation" conferences that work hours and mandatory overtime are among the most difficult issues faced by workers.

"We have got a situation where there is a time famine in most people's lives, and you have to have a deliberate strategy to prevent your life from being overwhelmed by it." *Male professional in Seattle*

"Our workplace is the most important thing. For my co-workers, who are all in their 20s, they can spend 50-60 hours a week in the workplace, and that's where their time is, that's where their life is." *Man in his 20s in Salt Lake City*

"I think there are changes in society where people have to work a lot of overtime. And I think that this is both positive and negative. I mean, I think for the family it has very negative repercussions. I think it's very hard when you don't have one parent continuously there. Male or female, it doesn't matter. I guess the positive would be in our relationships. There is more equality all around in society between the genders than there was 50 years ago. But, I think as far as family, it's negative." *Male fast food worker in North Carolina*

One of the biggest consequences of economic and workplace change is that families have less time left for care-taking within the home and for community involvement. Many workers feel their schedules are full and have to make a significant effort to see their spouses and children. Constraints on access to flexible and affordable child care and elder care can result in greater responsibilities for the family, particularly as the population lives longer. Both conference and focus group participants called for family-friendly private policies that allow for increasing flexibility of work schedules, and in some cases, for reduced work hours.

"We have two children, my wife works part-time, I'm full-time, we both go to graduate school, we're both involved in community activities. I mean, it's like two

passing ships in the night; it's incredible. But we try to find times when we know there are slots available, and we really concentrate on those slots to make the best of our lives. And I think at home, it works. But at work, they don't allow those specific slot times. Depending on what your schedule is, [the company] could allow you to have those things necessary to even off the edges to the stress we all face." *Male financial officer in New England*

"Well, speaking of partnership, I am a father and mother to my children. My wife works the second shift here. I get out at 2:15 pm and don't go to bed before 11 pm. As I mentioned earlier, my kids are involved with extracurricular activities. Sometimes when I leave here, I make it as far as my driveway. I call to my son or daughter... I take her to the ice center for one hour. Pick her up from the ice center, to the swimming pool. Go drive this one here. And then I go drive the other one there. And now I've got to come back and pick up this one, and go pick the other one. And all this when the little one is with me.... And I've also got to feed them. Sometimes my wife will cook. I don't even have time to eat at home. I've got to eat outside, whether at the ice center or Burger King or McDonald's. Because we're moving all the time... Oh yeah, it's not easy at all." *Male manufacturing worker in Chicago*

"We all feel the same way about the balancing of the family. I'm of that generation where I have a grandmother whom I'm power of attorney for. I have a teenage daughter who needs lots of attention, and just finding the time to do all of that. And then the work environment... It's just hard to find time for all this." *Female financial officer in New England*

Many NEE participants believe that the time crunch faced by families needs to be addressed at the workplace, since it is responsible for setting the schedules by which most people live their lives. Participants also agreed that no single set of proposals or policies would be successful at all workplaces, and that both employers and employees must retain some level of flexibility in order to create workable solutions to time problems.

Within companies, executives are searching for ways to change organizational culture in order to allow their workers to take advantage of existing programs without experiencing negative repercussions in their careers. Scholars and think-tanks are studying alternative work arrangements that benefit both employers and employees. Labor unions are working to bring time concerns into collective bargaining agreements.

"And my conviction is that if people feel somewhat more secure about their future – and it is employability security, not forcing people into permanent arrangements, but understanding the reality of transition – I think we'll have less anxious parents, and I think we'll have people who feel that they have the time and the control and the security to spend time with their families." *Rosabeth Moss Kanter, Class of 1960 Professor at Harvard Business School*

"I think there are a lot of issues around the amount of time that it takes or should take to earn a decent living and have a satisfying job or career. But since most women and men want to be successful and yet also share in the sphere of economic insecurity at almost any level of income, people will conform to the dominant way of working. It's very difficult to challenge the norms around time, presence in the workplace, demonstrating your commitment by being at your desk or at your workstation for as many hours as the boss is there." *June*

"It is essential that...between the private forces of our society and the government forces in our society that we make sure that persons in a group, such as [the poor and elderly], are protected from their marginality, so that in a sense they do not end their lives, or end their careers, in desperate poverty." Hubert Sapp, Director of the US Program at Oxfam America

Zeitlin, Director of the Governance and Public Policy Program at the Ford Foundation

"We have a lot of good programs. We still have a lot to learn. And my belief is that [dependent care responsibilities] are going to continue to grow. I feel that the sandwich generation, which I'm part of, will continue to have needs on both sides... Our next steps are that we want to increase the communication of our benefit programs and also help managers feel more comfortable in allowing people to take different types of flexible work arrangements." *Anne Szostak, Senior Vice President, Fleet Financial Group*

NEE participants stressed the importance of ensuring that existing organizational programs designed to help workers deal with time issues are used to their full potential. Participants also noted that organizations and supervisors can act as role models in using such programs themselves and in encouraging employees to take advantage of opportunities to do so as well.

VOICES OF AMERICA

"I guess I'd have to say family is the most important thing to me, and being able to spend time with them. You all know we don't think money is the important thing, or we wouldn't do what we do. But my kids, they enjoy living on the farm." Male farmer in Illinois

"[It would be ideal] to stay at home. I'd want to work part time...to be able to send my kids to school in the morning, to be able to be at home when they come home. That would be ideal." Low-income mother in Boston

"[Self-employment] gives us the flexibility to go with the circumstances of our life when our kids are around. And that's really important to us. So, there might be something important going on in school, and we get involved in that. So then we'll work a little later that night rather than being involved in a 9 to 5 corporate life." Male small business owner in Vermont

"I'd like to work less. I always feel like I go home and basically I have dinner, go to bed and get up in the morning to go back to work. I feel like I'm on a treadmill sometimes, even though I think there's a very nice environment at my work. Just the fact that I'm there all the time bugs me." Male professional in Los Angeles

RESOLVES FOR ACTION

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"The standard way that the work-family question is being asked in standard companies is: 'What can we do for families to ensure that our employees meet the requirements of the current work and the restructured workforces?' I want to turn that question around and ask: 'What can we do with the organization and culture of work to make it possible for employees to live more 'livable' lives in both the areas of work and family?'"
Lotte Bailyn, 1995-97 Horner Distinguished Visiting Professor at Radcliffe College

FOR THE FUTURE

Participants in both "New Economic Equation" conferences and focus groups were extremely thoughtful about the recommendations that would help to alleviate some of the stress brought on by economic, workplace, and family changes. Many in focus groups believed that ideas that would increase well-being stem from workplace initiatives in combination with public policies.

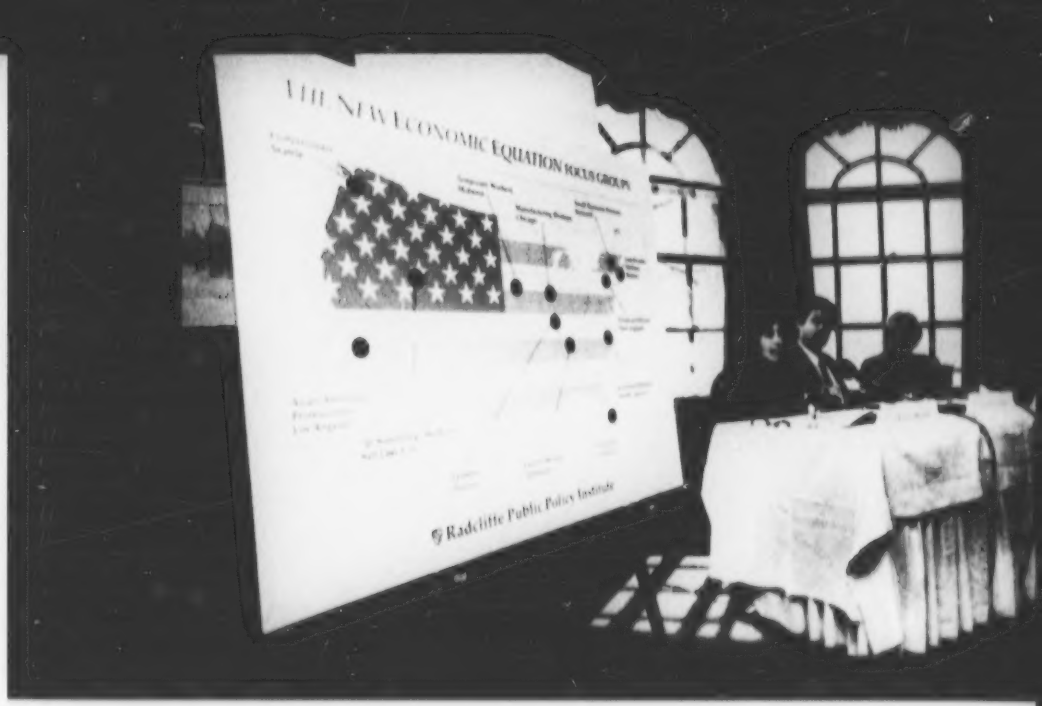
In general, focus group participants believed that concerns about their quality of life and managing their daily lives are not addressed by politicians. People did not express much faith in state or federal government policies; some thought that the government set a bad example by not balancing the budget. Many, however, agreed that the government should have a role in the provision of benefits; only through the partnership of government, business, and labor could true change occur.

Conference participants noted the importance of creating sets of solutions with time horizons, stressing the need for public-private initiatives. At the end of the conference, to inspire others to join the effort for change, they developed "The New Economic Equation Resolve:"

"There is discussion these days by leaders of what might be described as a new or reformed kind of capitalism, which commits its corporate governance not exclusively to shareholder value, but to broader stakeholder values, to concerns of employees and communities as well. This is another idea whose time has arrived."
Lynn Williams, International President, Retired of the United Steelworkers of America

THE NEW ECONOMIC EQUATION RESOLVE

"We join together as colleagues to acknowledge the importance of addressing the connected economic, workplace, and family concerns facing Americans at the end of this century. Through collaborative efforts, new public and private policies can be born. While we enjoy the success of our work together in 'The New Economic Equation,' we look forward to the larger successes of creating change in our own spheres. We resolve to carry our new understandings into our workplaces and communities."



FROM THE RADCLIFFE PUBLIC POLICY INSTITUTE

The individual ***Resolves for Action*** reflect the wide variety of constituencies who participated in "The New Economic Equation." They illustrate considerable consensus in three broad areas. The Radcliffe Public Policy Institute calls upon individuals, communities, and organizations throughout the United States to join together in working toward the following three goals:

PARTNERSHIPS

• We need partnerships among government, business, labor, and civic groups to address "New Economic Equation" issues; individual families – regardless of their income levels – cannot solve problems of economic change, work, and family integration, equity, and time alone.

EXEMPLARY ORGANIZATIONS

• We need exemplary organizations as models, as potential recipients of awards, and as demonstrations that "something different" can be arranged which enhances productivity and economic security as well as healthy families and communities. The media must work with all of us in identifying and disseminating these "success stories."

OPTIONS

• We need the provision of options for people to create their own preferred mix of benefits, substitute child and elder care, and flexible schedules at work. Organizational scholars, economists, policymakers, corporate and labor leaders, and community advocacy groups must work together to create flexible workplaces, benefits packages, and support systems that can be tailored to individual and family needs.

Only through the cooperative efforts of all stakeholders will true change occur. The problems delineated in "The New Economic Equation Project" spring from no single source, and the Radcliffe Public Policy Institute believes that no sector, organization, or individual alone can provide workable solutions. The Institute firmly believes that by creating partnerships, retaining flexibility, and rewarding success, Americans from coast to coast can formulate the "New Economic Equations" that promote a healthy, viable economy and the workplaces that maximize opportunities for individuals, families, and communities.

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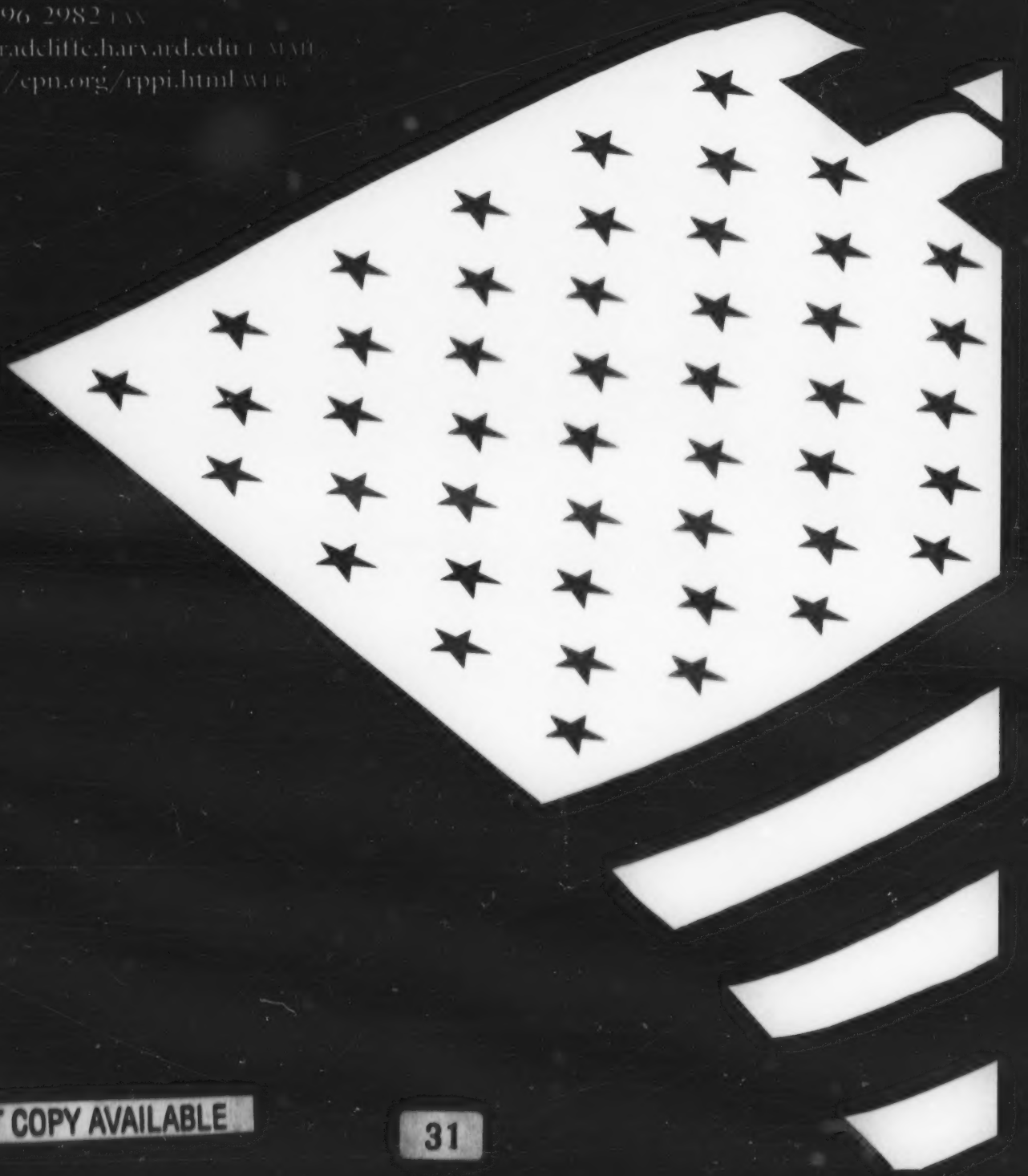

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